MEMORARAM FOR: Deputy Director (Support)

SUBJET

: Signal Center/Cable Secretariat Operations

This memorandum is for your information. Particular reference

1. PROBLEM:

Can any combination of functions, tasks, procedures or activities bring about a saving in manpower and are certain refinements now carried on for the Office of the Director necessary?

2. FACTS BLARING OR THE PROBLEK:

- a. Cable processing is this Agency involves two distinct types of operation - the technical and the administrative, performed by the Signal Center and the Cable Secretariat.
- b. There are some activities common to noth operations.
- Processes and procedures are firm and well documented in each component - see attached procedural charts.
- d. Procedures, techniques and practices in the Signal Center are a part of the world wide communications system of the Office of Communications; these in the Secretariat were developed to meet the requirements of the DCI and the Agency.

T. DIECUSEICH:

s. The technical activities concerned with cipherment and transmission of messages are the responsibility of the Signal
Center. The administrative type activities concerned with
manituring, alerts, precedence and classification, customer
and staff interest, security controls, reproduction and distribution are the responsibility of the Cable Secretariat.
The nature of the two operations creates a clear demarcation
between the missions of the components. The action of one
begins where the other ends.

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- b. The processes and procedures in each component are extensive and involved because of technical, security, services, scope, and speed fectors. There are related or similar activities in each component, e.g. typing, reproduction, logging, filing, duty officer supervision, etc. A detailed, step by step, procedural study and enalysis was made in each component, in close coordination with the proper Chief and Deputy Chief. The procedures were documented in particular detail so that seeming duplication could be evaluated see procedural clusts attached. The following is partiment to the seemingly duplicating activities:
 - administration of the components, is performed in both the Center and the Secretariat. In the Signal Center clear text Multilith mats are typed by the code clarks as the final step in the manual decipherment of cables. Otherwise the clark would have to make a longhand draft which would then require a typing operation in the Cable Secretariat to produce the mat needed for reproduction. Typing performed in the Secretariat produces clear text Multilith mats from teletype copy produced in the Signal Center as the final step in the machine decipherment process. In addition, distribution, action assignment, personal identification, references, etc.
 - (2) Begroduction in the Center, by Ditto process, is used to provide multiple copies of (1) Commo technical communications with its field stations (Crypto-Radnote traffic) for internal use in C. (2) relay messages when necessary, (3) messages for sulti-addresses transmission, etc.

 Reproduction in the Secretariat, by Multilith process, is solely for the purpose of providing operating officials with distribution copies of incoming and outgoing messages and to obtain processing copies of Teletyped information Reports.
 - (3) Logging in the Signal Center requires two systems one traces the flow of messages through the Center, assists in locating a message if necessary, and acts to inform supervisors of missing or delayed messages; the second log is a technical record of transmissions, group counts, timing, channels, priorities, sources, destinations, etc. for accounting and traffic analysis purposes. Logging in the Secretariat is performed to trace messages through their several processing steps, to assist in locating a specific message in process, and to immediately indicate a delayed or missing message.

- (4) Filing of memange copies, under approved Records Management Schedules, is performed in each component as a ready reference. Because of the differences in primary interest, the filing systems are different in each component. Files in the Signal Center are by Station; those in the Secretariat are by managinal sequence.
- officer experision on a 24 hour 7 day basis. Officers are required in each because of (1) the technical and specialized administrative qualifications required, (2) the fact that the components are each on a different floor, and (3) the detailed and complex procedures in each operation.
- The processes and procedures in the Signal Center breakdown logically into those for manual versus mechine cipaerment end incoming versus outgoing traffic. In the Secretariat the breakdown follows a security/precedence classification pattern, e.g., DCI/top Staff interest, Rybat-Top Secret, and ell other traffic. The attached procedural charts are broken down accordingly to permit the evaluation of each process or service. The charts, and notes said during the survey, were discussed with the proper Chief and Deputy; a joint conference was then held an questions effecting the overall operation, related and common activities, and matters of common concern. It was agreed that there were no overlapping or duplicating activities or procedures.

d. The Cable Secretariat was established as an autonomous component, and attached to the Office of the DCI, primarily to assure the Director that cable traffic was adaptately monitored, that messages having DCI interest were identified and brought to the attention of the Director, and to provide expedited service to such messages. Discussion with SU/DCI concerning this phase of the Secretariat activities reveals a firm requirement for service at two present level. The survey and an analysis of the procedural steps involved in processing messages having DCI interest do not reveal any excessive processing action on the part of the Secretariat in providing special service to the Director's Office.

A. CONCLUSIONS:

a. He intergange or exchination of Aunctions or activities between these components offers a saving in manpower or an improvement in service.

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- b. Related and similar processes and procedures performed in the Signal Center and the Socretarist are necessary, are properly located, and are not a duplication of effort.
- c. Common direct supervialor of the activities of both components, at the SC Officer/CS Water Officer level, is not practicable.
- The components are operating effectively according to well developed and decimented procedures.
- e. The services of the Secretarist are realistic and have operational justification. Special servicing of messages heving BCI interest should be continued

RACOMMENDATION: 3.

It is recommended:

- That the distribution of functions and activities to the Signal Center and the Cable Secretariet remain as they are.
- b. That the question concerning procedural duplication between these components and the sucstion concerning unnecessary refinements in Cable Secretarist service to the DCI be dismissed as being more seeming than real.

9 FEB 1958 SIGNED Calef, Management Staff

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Attachmenta: Procedural Charts as per lider

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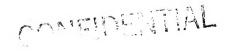
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TO PROCESS CHARMS

CHART NUMBER	21 o #	
1	Signal Center Processes Outgoing Messages	
2	Incoming Messages	
3	Cable Secretariat Processes LCI Traffic - Category I) Outgoing Messages	
•	Incoming Housegue	
4	Machine Ciphered	
5	Marnal Ciphered	
6	Trailie (Category II) Outgoing Mensages	
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7 8	Machine Ciphered Manual Ciphered	
6a	Restrice Traffic (Cutegory III) Outgoing Messages	
***	Incoming Measures	
7A	Machine Ciphered	
8a	Manual Ciphered	
9	Teletyped Information Reports	



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M:	r. Lloyd				
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Attached is Management Study on Signal Center/Cable Secretariat. Colonel White has the original of this, and as I understand, it is generally agreed that there is no duplication of effort between these two units.					
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